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9/7/70

12 June 1970



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Attention: Robert V.

Dear Bob:

The enclosed document, DK-557, is the portion of the General Area Scan Improvement Program which I feel should receive very limited distribution. I have not put any special markings on it as I do not know how you handle such things.

If, after looking it over, you disagree with the need to keep it separate from the rest of the proposal, I will respect your judgment.

Because of my feelings that its distribution should be limited, I am sending you one copy.

Yours very truly,



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Enclosure, DK-557

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IF ENCLOSURES ARE NOT ATTACHED OR NOT ATTACHED,  
THE CLASSIFICATION OF ALL INFORMATION WILL  
BE CANCELLED.

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## IMPLEMENTATION OF A GENERAL AREA SEARCH IMPROVEMENT PROGRAM

The proposal for extension of the Imagery Interpretation Research Program contract [ ] contain, in Section 4.1.1, a search improvement task which proposes to provide, at the end of November 1970, a critical review of the available techniques for improving the efficiency of general area search. It is our hope that the contract activity on this subject will not end with this report, but that the recommendations will be reviewed and that they will form part of an implementation phase to be carried out by [ ] consultant support during the first six or eight months of 1971. A detailed plan for contractor activity during such an implementation phase was not included in the document for two reasons.

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First, and foremost, it is felt by the Contractor that the single most effective approach to search efficiency improvement is centered about methods for increasing the motivation of the employees. A Contractor-evolved plan, given to the operating personnel to implement, can never generate the level of enthusiasm and motivation that will accompany a plan generated in-house.

Secondly, considering both the need to maintain realistic motivating conditions and to avoid man-power loss to non-productive, off-line experiments, it is felt that any plan should be implemented as a part of the normal, on-line, mission readout. Furthermore, it is the opinion of the Contractor that piecemeal, small-scale testing of the concepts involved would be of marginal value. In such a circumstance, where the operating personnel involved are performing an on-line intelligence production task, it is recognized by the Contractor that the activity must be entirely within the control of the Sponsor's organization.

With these considerations in mind, the following activity is suggested for the period following the submittal of the report:

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- (1) The Sponsor will establish a task force within one of the Geographic Divisions whose purpose it shall be to make a major attempt at improving general area search efficiency. This task force need not be large; an adequate group would perhaps be five to ten people.
- (2) IEG management, particularly the management of the Division involved in the effort, will prepare a comprehensive plan for the work of the task force. This plan will include:
  - Selection of the particular Geographic areas to be used in the effort.
  - Detailing the procedures, training, organization and method of selecting individuals to participate in the effort. It is possible that the implementation of such changes as:
    - Separating Mission Indexing from the General Area Scan operation.
    - Providing means for an in-group identification, associated solely with the General Area Scan operation.
    - Revision of pre-mission briefing and collateral support procedures.
    - Spot checking accuracy by rerunning portions of the area searched, using different interpreters.
    - Post-mission feed back as to the results, highlighting any changes which were observed or which may be of significance to future scan. The possibility of including in such a briefing on a systematic basis, the results from any detailed analysis which have been performed on past finds, might be considered.
    - Selection of people to participate based on Hunt Test scores and expressions of personal interest.

This list is intended to be neither exhaustive, nor specific, but only representative of the kind of changes which the group

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should be ready to accept and implement. It may be found desirable to implement the changes in stages, or to try out several approaches for some items.

- Development of methods for evaluating any changes in performance which occur. Possible methods which suggest themselves are the time to complete comparable coverages, number of new finds, agreements between original readouts and re-runs, and the opinions and attitudes of the participants.
- Methods for performing an assessment of the success of the trial period. Because it is recommended that the exercise be carried out in an operational environment, it is highly unlikely that sophisticated statistical techniques can be used to identify the contributions of any given change. However, gross evaluations should be possible.

It is evident that this approach is non-experimental in nature. The decision to propose such an approach was based on the immediacy of the problem and the view held by the Contractor that its complex nature would require a very substantial experimental program lasting several years. This latter approach was rejected for the obvious reason that it would provide no immediate relief; an equally important consideration was that the nature of the Sponsor's input material and output requirements could vary substantially over such a time period, and thus make obsolete any recommendations for change which would be suggested.

Should the decision be made to proceed with such a plan, nine man-months of consultation effort to support this activity have been included in the proposal. Four man-months under training consultation and five man-months under cue extraction consultation.

This time was not called out as a separate line item because of the previously expressed opinion that a strong identification of the contractor with the effort, particularly in its early planning stages, would lessen

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the effectiveness of the motivational aspects of the effort.

It is proposed here that this time be used to provide expert consultation to management on each of the major steps of the program outlined above. Specific areas where consultation could be sought are:

- 1) Further evaluation and interpretation of the results of previous studies in the area.
- 2) Estimations of behavioral changes <sup>which</sup> ~~with~~ might be expected as the result of planned changes.
- 3) Assistance in formulating any special training programs which may be used.
- 4) Assistance in developing performance indices, including spot check sampling, if this technique is selected.
- 5) Assistance in evaluation of the results.

It is strongly recommended that after implementing the plan, the role of the Contractor be identified as purely supportive to an in-house effort, and that after the identification of the need for such support, the effort be kept in the background.

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